

Information Services Board (ISB) Meeting Minutes

John A. Cherberg Building, Hearing Room 4
Olympia, WA
March 20, 1996

Members Present:

Len McComb
Ed Lazowska
Hunter Simpson
Bill Anderson
Gary Robinson
Ann Daley
Steve Kolodney, ex officio

Members Absent:

John Franklin
Mary McQueen

Others Present:

Todd Sander

Call to Order

Mr. McComb called the meeting to order.

Roll Call

Sufficient members were present to allow a quorum.

Approval of Minutes

The minutes from the January 10, 1996, Information Services Board (ISB) were approved.

Mr. McComb introduced and welcomed the newest member of the ISB, Gary Robinson, Acting Director of the Office of Financial Management.

Legislative Update

Steve Kolodney, DIS Director, gave a legislative update on various issues that involve the Board, its membership, its future projects and its oversight responsibilities. Mr. Kolodney reported that the Legislature repealed the sunset dates for the ISB and DIS.

The Legislature also passed E2SSB 6705, creating the K-20 Educational Telecommunications Network. The Act designates the Chair of the ISB as one of eight voting members of the K-20 Telecommunications Oversight and Policy Committee (TOPC), which is to coordinate the planning and construction of the network.

E2SSB 6705 directs the ISB to:

- prepare the technical plans for the network, and
- provide oversight of network implementation.

The legislation also expands the membership of the ISB from nine to 13 -- including a second representative of the private sector, the Superintendent of Public

Instruction, a Senator and a member of the House of Representatives not of the same political party, and the director of DIS.

Mr. McComb said the Board would discuss the preliminary planning, scope definition, phasing and deadlines for the K-20 network at the May 29 meeting.

Other legislative measures of interest to the Board:

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- SB6556 directs the ISB to establish statewide technical standards for electronic access to government information that is to be required agency requests for acquiring or upgrading information systems.
- The supplemental transportation budget allocates \$5 million for the WSP to change the frequencies of its microwave radio network. It also funds a \$300,000 feasibility study of consolidating the WSP and DOT data centers.

LAMP Update

Kathy Baros Friedt, Director, Department of Licensing, and Dan Hill, Project Director, gave an update on the LAMP project's progress and plans. Mr. Hill explained how the LAMP project had fallen two to three months behind schedule.

The delays were caused internally -- by problems with software development tools -- and externally -- by legislative changes to funding levels and DUI laws.

The delays with LAMP had caused schedule slippage in programming LITE, pushing its completion date from July to August, although the physical interface between LAMP and LITE had been tested.

Mr. Hill presented four alternatives to compensate for project delays, all of which called for moving the system from DIS to the WSP data center. Mr. Hill also said that the additional costs were being shared between the contractor and DOL. Ms. Friedt said that November or December were "doable" transfer dates for the system.

After a discussion about the risks of technical complexity, Mr. Anderson moved to hire an outside firm to assess the

viability of the schedule and report back to the ISB. DIS was directed to manage the process. The motion was adopted.

**WSP Mainframe
Acquisition**

Annette Sandberg, Chief of the Washington State Patrol, told the board that, since the last ISB meeting, the WSP committed to the Department of Corrections (DOC) and the Legislative Transportation Committee (LTC) to have the data center ready for LAMP testing on January 1, 1997, and in production by March 1997. To that end, a solicitation for a mainframe processor will go out in May 1996 with an installation date of no later than October 6, 1996.

Mr. McComb was concerned that this option would essentially drop the application on WSP sooner than most of the Board believed would be either fair or workable.

Chief Sandberg characterized the LTC schedule, with an implementation in March 1997, as optimistic. WSP favored a June 1997 deadline to ensure a stable environment and provide time for LAMP testing prior to transfer from DIS.

Mr. Kolodney recommended that the board avoid adding risk to what is already an extraordinarily difficult project and not to put the Patrol at a disadvantage by holding to the early transfer date.

Ed Lazowska offered an addendum to the earlier LAMP motion, saying that the consultant should also look at the capability of the WSP data center. Mr. Anderson agreed, and moved for adoption of Dr. Lazowska's suggestion that the WSP data center also be evaluated, and the results be incorporated into DIS's instructions. The data center analysis should be completed before WSP acquires a new computer.

Mr. Simpson added that the Patrol should be allowed to proceed on the acquisition program, pending the results of the audit.

Mr. McComb said all the planning can take place, but the acquisition is contingent upon the further decision of the

Board. He also said the Board sees no reason to lock in a schedule until the risks associated with LAMP and WSP capabilities have been adequately assessed and addressed.

The motion was adopted.

DIS Network Switch Replacement

John Saunders, Department of Information Services, Office of Information Technology Oversight (OITO), introduced the DIS request to replace four large-scale telephone switching devices. The devices form the foundation for the Washington State government long distance telephone network known as SCAN. The estimated first year cost of this acquisition is \$4,800,000, an amount which requires ISB approval prior to conducting a competitive bid. The project would be funded by reserves in the DIS data processing revolving fund.

John Anderson, Assistant Director of Telecommunications Services at DIS, discussed the equipment and services to be acquired, the factors that are driving the acquisition, the estimated acquisition costs, and the potential impact of new federal telecommunications legislation on the SCAN service.

Mr. Robinson questioned owning the switches rather than leasing them, or having a vendor provide them. Mr. Anderson replied that the proposed model works because the funds are set aside and the depreciation is represented in the rates. Mr. Simpson favored outright purchase because it can be capitalized to take advantage of the depreciation.

The acquisition was approved.

GUIDE Update

Mr. Saunders and Mr. Satish Ajmani, GUIDE Project director, provided an update on the project. Since briefing the Board in January 1996 on a new two-month delay, the software coding and unit testing tasks on the GUIDE project had proceeded and significant progress had been made. However, the project continued to fall behind the revised schedule. This has created a possibly serious compression of time available to complete the functional, system, and user acceptance

testing that remains on the schedule. At the same time, the project must remain within a spending cap determined by the legislature.

After consulting with an ISB subcommittee, the GUIDE project team committed itself to a time schedule review on March 22, 1996, at which time it will decide whether to proceed with, or further delay, the overall implementation schedule.

Mr. Saunders also noted there have been significant changes in key personnel since January 1996. The Commissioner of Employment Security announced his resignation from the Department effective late April 1996. In March 1996 the Department's Project Director for GUIDE began new responsibilities with the Department of Transportation concurrent with ongoing responsibilities for the GUIDE project. In addition, within the project organization, the budget controller was transferred and replaced.

Ron Dischert, Deloitte & Touche Project Manager, mentioned two risks: the aggressive schedule and overlapping testing activities. He reported that functional testing is approximately 42 percent complete. Deloitte & Touche has run a sample data conversion with live production data from the old system. All of the business plans have been approved, training is in progress, and detailed plans have been completed for the user test model office, production system implementation and the fall back and contingency plans.

Mr. Ajmani said that there are approximately 2,900 functional test scripts to run. However, the rate of progress in executing scripts is lower than originally expected, with only 40 percent run to date.

Actual expenditures to the end of February 1996 were roughly \$8 million. The plan budget to completion is \$11.8 million. Prior to this project, expenditures on GUIDE were roughly \$13.2 million. Total GUIDE expenditures to date are \$21.2 million.

The Board expressed concern over the future of the partnership between the agency and contractor if the

target date is missed, and GUIDE is left without funding to continue.

Rory MacLaughlin, Senior Partner for Deloitte & Touche, said work on GUIDE will not stop because Deloitte & Touche is committed to the success of this project. He said both sides have done everything possible in terms of adding resources.

Mr. McComb thanked Deloitte and Touche for their commitment to this project. He also stated that, once GUIDE is completed, the Board would be interested in reviewing the lessons learned on the under-estimation with Deloitte and Touche.

The Board asked for more information on system performance and scale issue for its May 29, 1996 meeting.

**Radio Spectrum
Coordination**

Mr. Saunders, together with Alvin Bloomberg, Manager of Information Technology for the Department of Natural Resources (DNR); Ross Morris, Commander of Electronic Services with the Washington State Patrol (WSP); and Alan Hull, Communications Systems Director for the Department of Transportation (DOT), presented an overview of anticipated changes in the use of radio spectrum by state agencies in the next five to ten years.

Three agencies, among the largest users of radio technology in Washington State government, are proposing a \$35- to \$41-million migration to digital radio over the next decade.

The migration was made necessary by technological change (radio signals now carry digitized information rather than analog representations of voice communications) and a commensurate reduction in allocations of the spectrum for public agencies (an attempt by the Federal Communications Commission to realize the benefits of the more efficient digital transmission).

Through a coordinated approach, the three agencies envision using digital radio for 24-hour dispatch centers, backbone network distribution of the radio transmissions,

land-based repeaters, and thousands of hand-held and vehicle-mounted devices.

The DNR proposals come with an estimated cost of \$13- to \$17-million with another \$3.9 million for Fish and Wildlife and Parks and Recreation. DOT's new system would cost approximately \$8 million and WSP estimates its costs at \$10- to \$12-million, which it points out would replace an analog system that is already scheduled for refurbishment.

The Board requested assurances that block purchasing was in place and that the systems would be designed and built collaboratively, to avoid unnecessary duplication. Mr. Bloomberg said that block purchasing has been in place since 1978 and Mr. Hull assured the Board that DOT and DNR would be working together.

New Business

Mr. McComb signaled the intent of the chair to propose changes to the oversight of major projects. Quality Assurance (QA) contractors are currently paid out of project funds and are accountable to the agencies that are running the projects. The Board will discuss changing the reporting relationships of QA contractors so that they would still be paid out of project funds but would work for the Information Services Board. OITO staff has been instructed to develop a white paper that outlines the concerns that lead to this proposal. The white paper is to be presented to the Customer Advisory Board and the ISB. It will be discussed at the May 29, 1996, meeting.

Adjournment

The Status report of the State Strategic Plan and Agency Projects Update were deferred to the next ISB meeting on May 29, 1996. The meeting was adjourned.